



CASE STUDY: SAVE THE CHILDREN INTERNATIONAL

OVERVIEW OF THE ORGANISATION

Save the Children International (SCI) programmes focus on giving children a healthy start in life, the opportunity to learn, and protection from harm. Programmes emphasise transforming children's lives – every day and in times of crisis. In 2015, 17,000 SCI employees reached 62 million children across 120 countries.

The organisation operates five regional offices, in Jordan, Panama, Singapore, Kenya and Senegal. As well as the headquarters, regional, and country offices, the organisation operates additional offices focused singularly on advocacy efforts in Geneva, Brussels, Addis Ababa and New York.



Save the Children

DESCRIPTION OF THE REWARD SYSTEM

SCI currently operates a relatively traditional system whereby the reward package is linked to mobility; an employee would be offered:

- ▶ A national package if they were based in their 'home' country or did not relocate to the work country to take on their position.
- ▶ An international package – if the employee relocated to take on their position and they are not based in their 'home' country.

The Global Reward and Engagement Team uses the Birches Global Pay Survey data set to manage the international pay ranges. Management of national pay ranges has been devolved to countries and regions who manage them independently (seeking advice from Regional Reward Leads and the Global Reward and Engagement Team when required). Different approaches are used, including Birches Local Pay Survey data, local surveys and other local data, or a combination of these.

International benefits packages are considered by the organisation to be in-line with market practice, and national benefits are set around minimum standards and duty of care but depend on the specific countries and the local legal context.



A MOVE TOWARDS A NEW REWARD SYSTEM

CHALLENGES OF THE CURRENT SYSTEM

SCI has identified a number of challenges in their current system, including the cost associated with international packages, perceived inequalities between staff groups, difficulties in attracting diaspora, low global mobility rates, and longer-term retention of some key positions. As a response to this, the organisation is implementing a nationalisation 'where possible' policy as well as building in some additional flexibility to the current model.

As part of this, international contracts are usually limited to two or three years, with a maximum of five years. At this point the international staff member would be encouraged to either move to a different country as part of a planned move (and hand the role over to a national staff member they have been developing) or to accept a renewed contract on a national package.

Another challenge is that due to complex business needs and recruitment challenges, there are several variations of the national and international packages in play. Additionally, SCI recognises that the assumptions that the current system is built on are based on a historical notions that employees from the global 'north' will be relocated to the 'south' and that relocated employees will be covering extensive ongoing costs in a 'home' country.

Websites

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In a response to identified challenges, as well as advancing a nationalisation agenda, SCI will in 2017, start the process of assessing alternative reward systems. The aim is to provide a more coherent, consistent and transparent approach to reward, which meets the needs of the organisation today.

To avoid creating issues within the market, SCI intends to work with other INGOs to develop a new system together. One option which will be considered is the blended model. This involves national pay ranges for each country, but at senior levels the pay ranges include a mix of local and international pay market data – with different blends depending on the complexity of the country, seniority of the post, and level of development of the senior local labour market. In addition to pay, relocating employees would receive a location allowance, which would incorporate reward elements traditionally paid as allowances or reimbursed, but the allowance would be at a lesser level to traditional expatriate allowances. This and any other allowances would be phased out over five years. The employment contract would clearly lay out the package across the five years, at the end of which the package would be equivalent of a national package. Over time, as the national labour market develops, the blend of national and international pay data would be changed to move towards a pure national pay range.

The long-term vision for SCI is for a much smaller number of employees to be on a full traditional international packages – these would be humanitarian response positions (which are deployed to countries for short periods during the year) and business critical positions filled with top talent who are regularly deployed around the globe based on business need.